

28 JAN 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : DCI Action on Information Processing  
Recommendation 15.c.

REFERENCE : Memo for Deputy Directors and Independent Office Heads  
fr ExDir-Comp dtd 25 Jan 72, Same Subject

1. This memorandum is in response to your query on our ability to provide the support recommended in paragraph 15.c. of the reference.

2. We are certainly able to recommend qualifications for Computer Operators, Computer Programmers, Computer Systems Analysts and Computer Specialists (Systems Programmers). We know the formal qualifications established by the Civil Service Commission for general use in the government and working with the substantive people in the Agency we can provide tailored Agency job qualifications. The Commission has both literature on and facilities for ADP training, but we would probably rely more heavily on the training programs available in OCS and on their knowledge of what is available in industry. Career progression programs can undoubtedly be developed with primary reliance again on the substantive people in OCS, CRS and the Clandestine Service.

3. I see our role as being more in the nature of a catalyst with a representative panel producing the final plans.

/s/Harry B. Fisher

Harry B. Fisher  
Director of Personnel

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22-557

25 JAN 1972

**MEMORANDUM FOR:** Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
✓ Deputy Director for Support  
General Counsel  
Inspector General  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
Director of National Estimates  
Director of Planning, Programming, and  
Budgeting

**SUBJECT:** DCI Action on Information Processing  
Recommendation 15. c.

**REFERENCE:** My memo dated 13 Jan 72 re DCI Action on  
"Information Processing Recommendations"

1. Para. 4 of referenced memorandum states that the DCI deferred his decision on Recommendation 15. c., which proposed a new centralized management role for OCS vis-a-vis the three Headquarters computer centers. After further deliberation, the Director has disapproved Recommendation 15. c. He authorized, however, the development of an alternative approach, built on, and formalizing, the existing management role which the Executive Director-Comptroller has with respect to ADP equipment and service approvals and technical standards development. Also, the Office of Personnel would be charged with recommending certain personnel standards in the ADP field.

2. I solicit your concurrence in or comments on the following substitute for Recommendation 15., items c., d. and e. being the new items, the others having been approved by the Director:

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declassification

15. a. We leave the three existing computer centers in the Headquarters building in place;

b. With due regard for security and compartmentation, the centers be linked in an in-house network to provide both backup and a more effective utilization of machine resources;

c. Acquisitions of ADP equipment and services be approved by the ExDir (per ExDir Memo to the Deputies, same subject, dated 21 April 1970) only after full staff review and coordination with OCS;

d. The ExDir, after coordination with the Deputy Directors, issue standards in support of improved and compatible operations of the three Headquarters computer centers;

e. The Office of Personnel recommend qualifications, training, and a career development plan for computer operators and operating system programmers for application to all Directorates;

f. The Information Processing Board, with more senior representation from the Directorates, be retained to advise the ExDir-Comptroller and the Director on information processing.

3. May I have your responses by 31 January.

/s/ W. E. Colby

W. E. Colby  
Executive Director-Comptroller

72-200//

13 JAN 1972

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
General Counsel  
Inspector General  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
Director of National Estimates  
Director of Planning, Programming, and  
Budgeting  
Cable Secretary

SUBJECT: DCI Action on Information Processing  
Recommendations

REFERENCES: (1) ExDir Draft of 13 Dec 71, subject:  
Information Processing  
(2) ExDir Memo to Executive Committee  
members of 7 Jan 72, no subject, with  
substitute recommendation

1. This memorandum records the Director's decisions of 10 January 1972 on the dissemination and ADP management recommendations in paras. 11 and 15 of Reference (1) and the substitution in Reference (2).

2. Specifically, he approved the following with respect to dissemination: that,

"11. a. The Cable Secretariat be transferred with its functions and personnel to the Office of Communications;

b. Responsibility for [ ] dissemination now physically done by OSP, be transferred to the Office of Communications along with the Cable Secretariat;

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- c. [substitute for original c. and d.] The Office of Communications and the Central Reference Service develop specific recommendations for automating the dissemination of cables, the consolidation of this function into a single office, maximizing efficiency and minimizing costs, and using to the extent practicable existing techniques, facilities and personnel. An initial report is to be submitted by 31 March reflecting their analysis of the problems and their recommendations. "

3. Also, with respect to ADP equipment management, he decided that:

- "15. a. We leave the three existing computer centers in the Headquarters building in place;
- b. With due regard for security and compartmentation, the centers be linked in an in-house network to provide both backup and a more effective utilization of machine resources;
- d. The Information Processing Board, with more senior representation from the Directorates, be retained to advise the Executive Director-Comptroller and the Director on Information Processing. "

4. He deferred decision on Recommendation 15. c. , having to do with assignment to OCS of management responsibility, including budget control, for ADP equipment acquisitions, machine operations, training and career development of the operators and systems programmers related thereto, pending receipt of a current fact sheet on the personnel, equipment and dollar resources in the three Centers.

/s/ W. E. Colby  
W. E. Colby  
Executive Director-Comptroller

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7 January 1972

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**MEMORANDUM FOR:** Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
General Counsel  
Inspector General  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
Director of National Estimates  
Director of Planning, Programming, and  
Budgeting

In connection with our meeting on Monday, 10 January, to discuss Information Processing, Jack Coffey has suggested the following substitution for paragraphs 11. c. and d. of my 13 December draft memorandum on this subject:

"The Office of Communications and the Central Reference Service develop specific recommendations for automating the dissemination of cables, the consolidation of this function in a single office, maximizing efficiency and minimizing costs, and using to the extent practicable existing techniques, facilities, and personnel. An initial report is to be submitted by 31 March reflecting their analysis of the problems and their recommendations."

[Redacted Signature]

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L. K. White  
Executive Director-Comptroller

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13 December 1971

**SUBJECT: Information Processing**

1. With the constantly increasing volume of information received by the Agency (and the community), Information Processing is getting to be a major and costly program. In total, the Agency program uses

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budgetary constraints and reduced personnel ceilings, it is essential that we do what we can to manage this program as efficiently and as cheaply as possible--and I think that continuing on our present course is unlikely to bring about this result.

2. We have been studying this problem for many years--for the last two with considerable intensity. The key question is, and has always been, whether we centralize, decentralize, or do something in between. To date we have consciously chosen to follow the decentralization route, attempting at the same time to keep the several centers in tune through an Information Processing Board chaired by an appointee of the Executive Director with membership from all the Directorates. This has worked reasonably well, overseeing the need for new equipment, ensuring compatibility, etc. It has made little impact, and cannot, on the

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problem of ensuring that the total machine and people capability of the several centers is used and operated with maximum efficiency at the lowest cost.

3. Considering these past years to have been years of relative plenty, we haven't done too badly and have developed a considerable capability; in many respects, we need not take a back seat to anyone else in the business. For several reasons I don't suggest that we change radically overnight; I do think, however, that we are at a critical point in time. It is time that we make a major policy decision as to the direction we want to go and take some steps in this direction now.

4. In my judgment, that direction must be toward centralization. It is too early to decide whether you want total centralization, but I am convinced that, for efficiency and cost effectiveness, this is the direction in which we should be tending.

5. It is understandable that Deputy Directors are reluctant to lose command of their computer centers. I understand fully their fears that they might not get the same service. At the same time, I think their fears are unfounded. The DD/S is already completely dependent upon the Office of Computer Services for its computer support, and some of the Agency's most sensitive non-DD/S&T programs are also handled by the OCS computer center, with due regard for security and compartmentation. Both the command line and the Information

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Processing Board are vehicles for use if priority service appeals are necessary. I conclude that the historic negative arguments citing security protection or priority conflicts are really not well founded.

6. We have in the Office of Communications an outstanding example of a centrally controlled service to every component of the Agency, none of which are in command of the communications facilities or people who serve them. The same principle could in time apply to computer service, and in fact, technology may well force it.

7. What we now call communications and our computer operations are so closely related that I think there is a distinct possibility that one of these days these functions may well be merged into a single component under a senior officer charged with the Information Processing function as a whole. Such combined resources, using FY 72 figures,



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to think about now, but at the same time, we should not make organizational or functional changes or procure new equipment which would make this impossible or extremely costly at some later date.

8. Whether we call it centralized control or centralized coordination, we need to take some steps in this direction now. I suggest we make some changes in our dissemination activities and in the management of our Headquarters computer equipment.

9. With regard to dissemination, the Cable Secretariat was originally set up to ensure that no single Directorate would decide what cables would be brought to the Director's attention. It incidentally serves the rest of the Agency--primarily the DD/P. There were good reasons for this in 1952 which I believe do not exist today. Furthermore, the Cable Secretariat today handles only about half of the incoming cable traffic [ ] is disseminated by the Office of Special Projects in DD/S&T; and COMINT, State airgrams, etc., are handled by the Central Reference Service. Left to their own devices, the Cable Secretariat and the Central Reference Service would go in opposite directions in their pursuit of automatic dissemination, which I think we must pursue. In fact, we have suspended a Cable Secretariat request for \$1.5 million for automation of the Cable Secretariat using equipment and a system incompatible with that already in operation in the Central Reference Service. [ ] materials have their own separate set of dissemination instructions and hard copy is physically handled by OSP. There is no reason why the Cable Secretariat or the Office of Communications cannot handle hard copy [ ] dissemination, provided there remains a capability for automatic distribution when human intervention is not required. There seems to be no valid reason today for having the Cable Secretariat handle State and military cables on the one hand, while the

Central Reference Service handles State airgrams, military attache reports, and COMINT on the other.

10. Some consolidation should take place, and one can argue that now is the time to consolidate the dissemination functions of the Cable Secretariat, the small OSP Registry, and the Central Reference Service into a single organization.

11. Such physical consolidation presents some problems. I think it is desirable, at least for the present, to keep the handling of CIA's operational and administrative cable traffic separate from all others, especially in recognition of the affinity between the Clandestine Service and the Office of Communications/Cable Secretariat. I therefore recommend that:

- a. The Cable Secretariat be transferred with its functions and personnel to the Office of Communications.
- b. Responsibility for  dissemination, now physically done by OSP, be transferred to the Office of Communications along with the Cable Secretariat. **25X1**
- c. Experimentation begin between the Office of Communications and CRS to determine the practicality of putting the non-CIA cable traffic in addition to COMINT on the CRS Machine Assisted Dissemination (MAD) system.
- d. The feasibility of machine-assisted dissemination of CIA operational/administrative cable traffic either in a compatible or the same system be explored by the Office of Communications.

12. With regard to equipment management we have three computer centers in the Headquarters building (There are other components with small computers not constituting centers):

a. in the Office of Computer Services--a general purpose center which serves the Agency as a service of common concern as well as the specialized needs of DDS&T;

b. in Records Integration-- predominantly  system for the DD/P and

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c. in Central Reference Service--a document retrieval and dissemination system for the DD/I.

All these have grown, but there is a tendency on the part of the latter two to grow beyond the size and purpose for which they were originally intended. An argument can be made that total consolidation of the three centers would result in space, manpower, and dollar savings without a deterioration of service. For the moment, I think we must accept the fact that physical consolidation is premature.

13. We should, however, be trying to link up our computer centers so that they can complement each other. Since automatic dissemination appears to be feasible and is in fact working now in CRS, we should be developing a system, not two or three. It also seems abundantly clear to me that we should be developing compatible, not competing, systems

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whether or not we ever consolidate physically, and this obviously requires compatible equipment and standards common to all centers. Theoretically, this can be done by an Information Processing Board responsible to the Executive Director-Comptroller. Others would prefer a Special Assistant to the Executive Director-Comptroller for this purpose. Another supported position is centralized line management. If there really are strong differences of opinion among the Directorates, only the Executive Director-Comptroller can make a decision or a recommendation to the Director. This is not to say that a Board or a Special Assistant is not useful, but neither can settle the tough ones, and sometimes a lot of time and effort are wasted before the problem can really be decided. There is also the likelihood of a compromise which really does not represent the best solution. I would, however, suggest that the Information Processing Board, possibly with more senior representation from the Directorates, be retained.

14. In addition to the dollar and space problems, there are other things to consider. The level of technical expertise varies among the centers, there is competition among them for recruits, and career opportunity varies considerably. We are not talking now about systems analysts and applications programmers--those who in concert with the user define a problem and design a solution by machine. We are talking about the machine operator and the so-called systems programmer, the

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latter being knowledgeable of the insides of the machine and the control programs to make it operate--without regard to the specific application or project.

15. I therefore recommend that:

- a. we leave the three existing computer centers in the Headquarters building in place;
- b. with due regard for security and compartmentation, the centers be linked to an in-house network to provide both backup and a more effective utilization of machine resources;
- c. management responsibility, including budget control, for:
  - (1) ADP equipment acquisitions;
  - (2) machine operations;
  - (3) training and career development of the operators and systems programmers related thereto be transferred to the Office of Computer Services, DD/S&T; and
- d. the Information Processing Board, with more senior representation from the Directorates, be retained to advise the Executive Director-Comptroller and the Director on Information Processing Policy.

L. K. White  
Executive Director-Comptroller

The recommendations in paragraphs 11 and 15 are approved.